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COMMUNICATION TO THE COMMISSION

Streamlining and strengthening corporate governance within the European Commission

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Streamlining and strengthening corporate governance within the European Commission

The European Commission is a unique organisation. Under the Treaty, the Commission is responsible for planning, preparing and proposing legislation; for managing EU policies, including the monitoring of implementation of EU legislation and ensuring its enforcement and allocating EU funding; and for representing the EU internationally. The Commission performs these roles under the leadership of the College of Commissioners, which sets priorities and takes overall political responsibility for the decisions of the Commission. The President, whose role was strengthened by the Nice and Lisbon Treaties, decides on the internal organisation of the Commission, ensuring that it acts consistently, efficiently and as a collegiate body.

Background

The system of corporate governance within the European Commission¹ is tailored to its unique structure and role. The administrative reform of 2000² led to a significant strengthening of the Commission's system of governance and clearer lines of accountability and responsibility. This system has continued to evolve to adapt to changing circumstances and keep the Commission at the forefront of good administrative practice. The governance arrangements in place help the College to deliver on the Commission's objectives, to use resources efficiently and effectively, and to manage the EU budget in accordance with the principles of sound financial management.

Within this system, the College delegates responsibility for the day-to-day operational management to the Directors-General and Heads of Service, who lead the administrative structure of the Commission. They manage and shape their departments in accordance with the rules and standards laid down by the Commission and are responsible for the operational implementation of the EU budget, under the supervision of the relevant Commissioner. They are supported in this role by the Presidential and central services of the Commission and by the Corporate Management Board and other specialised corporate governance bodies.

Experience has shown that the fundamental features of this system are robust and effective. However, the complexity of the Commission's corporate governance arrangements has increased over time and recent audit work has identified areas where there is a need for proportionate improvements³. This Communication explains how the system is being streamlined and strengthened to address these issues, with the necessary support of the Commission services. This will result in modernised and simplified governance and oversight, and help to ensure that the Commission's administration provides the best possible support to the College.

The centrepiece of this reform is a **rationalisation of corporate governance bodies** to create a more coherent structure. All corporate management bodies will henceforth report to a reformed **Corporate Management Board, with a new and clearer mandate under**

¹ Communication to the Commission Governance in the European Commission C(2018)7703.

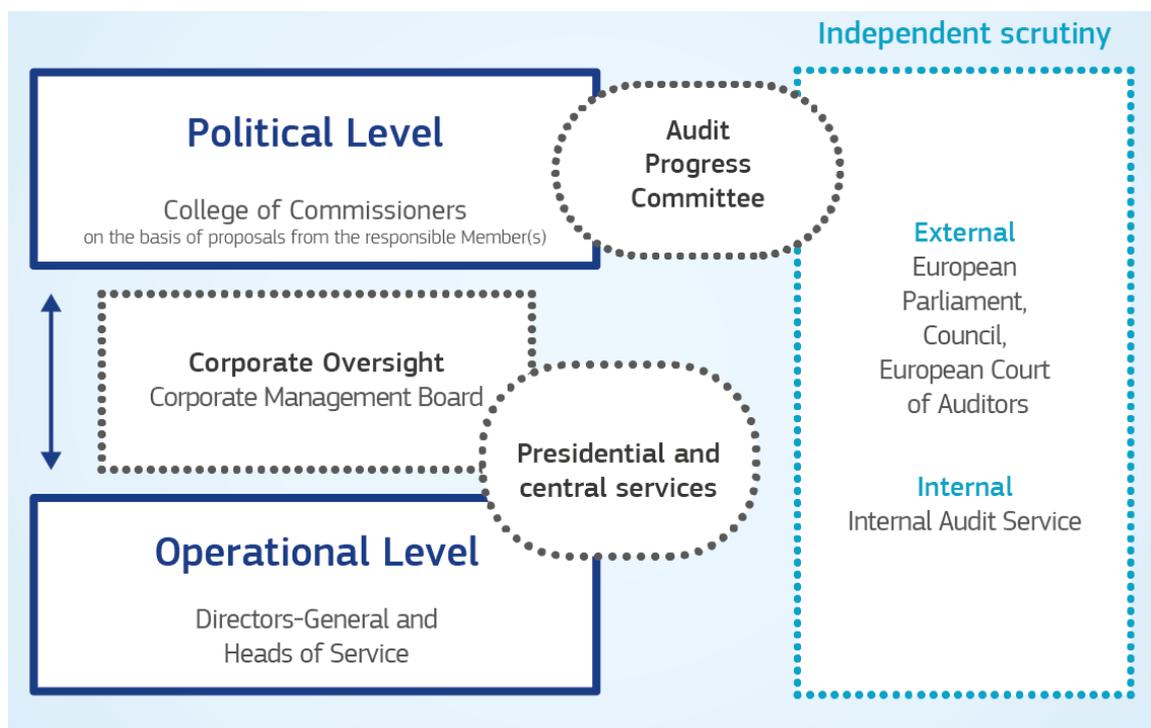
² COM(2000)200, Reforming the Commission - A White Paper, 5.4.2000.

³ See i.a. Section 4.1.1.1. "Governance processes" in the Annual report to the Discharge Authority on internal audits carried out in 2017 (COM(2018) 661).

the authority of the President. Moreover, **the IT governance structure will be simplified** to achieve a more coherent and joined-up approach to IT investments and IT security in the Commission. **Corporate oversight of the risk management process will be strengthened** as a complement to the front-line responsibility of Directors-General and Heads of Service for the management of their departments, including the use of available resources.

These changes, which draw on recent audit work by the European Court of Auditors⁴ and the Commission’s Internal Audit Service⁵, will reinforce the quality of corporate governance within the Commission. They will help ensure that the Commission remains a modern, transparent, accountable and performance-oriented public institution.

1. THE COMMISSION’S GOVERNANCE MODEL



The system of governance within the European Commission⁶ is based on a clear division of responsibility between the political, corporate and departmental levels, well-defined chains of accountability, and detailed working methods covering, for example, the flow of information within and between the levels of the organisation.

- The College of Commissioners takes overall **political responsibility** for the work of the Commission, including following proposals of the President in close cooperation with the Member of the Commission responsible for budget, human resources and administration on the management of the EU budget and allocation of human resources.

⁴ Special Report N° 27/2016 on “Governance at the European Commission – best practice?”

⁵ See i.a. Section 4.1.1.1. “Governance processes” in the Annual report to the Discharge Authority on internal audits carried out in 2017 (COM(2018)661).

⁶ Communication to the Commission Governance in the European Commission C(2018)7703.

- **Operational responsibility** is delegated to Directors-General and Heads of Service who are responsible for the management of their departments, allocating available resources within their services and implementing the EU budget under the political supervision of the relevant Commissioner, in accordance with the strategic plans and management plans of the respective services. They produce Annual Activity Reports that describe the progress made towards the achievement of policy and organisational management objectives and attest to the legality and regularity of financial transactions executed under their responsibility. These reports, together with the Programme Statements and information from evaluations, form the basis for the Annual Management and Performance Report for the EU Budget. By adopting this report, the College assumes its political responsibility for the management of the EU budget, including accountability for the work of its departments and services.
- The **Presidential and central services**⁷ provide guidance and advice to the Directors-General and Heads of Service and coordinate the dissemination of best practices among them, notably on financial, human resource, organisational and performance management, internal control and risk management. They further review the consistency and reliability of the financial and management reporting by the Commission services.
- The **Corporate Management Board**, supported by its sub-groups and in collaboration with the Presidential and central services, provides coordination, oversight, advice and strategic orientations on corporate management issues. In this way, the work of the Corporate Management Board supports and complements – but is without prejudice to – the roles and responsibilities of the College, the Members of the Commission and of the Directors-General and Heads of Service as described above.
- The Commission is also subject to **independent scrutiny**, both internally by the Commission’s Internal Audit Service, and externally by, *inter alia*, the European Parliament, the Council and the European Court of Auditors.
- The **Audit Progress Committee** is an advisory body, which assists the College of Commissioners in fulfilling its obligations under the Treaties, the Financial Regulation and under other statutory instruments by ensuring the independence of the Internal Audit Service (IAS) and monitoring the quality of internal audit work and the follow-up given to internal and external audit recommendations, as well as audit-related discharge authority findings.

2. THE MISSION OF THE CORPORATE MANAGEMENT BOARD

Under the authority of the President, the **Corporate Management Board**, chaired by the Secretary-General, brings together on a regular basis the Directors-General responsible for budget, human resources and security, and the Director-General of the Legal Service. The Member(s) responsible for budget and administration in the Cabinet of the President,

⁷ The Presidential services are the Secretariat-General, the Legal Service, the Directorate-General for Communication and the European Political Strategy Centre. Central services include, notably, the Directorate-General for Human Resources and Security, and the Directorate-General for Budget.

as well as the Head(s) of Cabinet of the Member(s) of the Commission in charge of budget, human resources and administration, are observers. The Chair can invite the Directors-General in charge of IT, internal audit, the European Anti-Fraud Office⁸ and communication, and the Head of Cabinet of the Member of the Commission chairing the Audit Progress Committee, among others, when appropriate.

Acting under the President's authority, the Corporate Management Board supports the administrative management of the Commission. It provides coordination, oversight, advice and strategic orientations on corporate management issues, in areas including the management of financial and human resources, risk management, performance management, IT governance, cyber- and physical security, business continuity, and information management.

In this way, the Corporate Management Board contributes to ensuring that the necessary structures, processes and administrative policies are in place in the Commission to deliver on the political priorities of the College and the tasks entrusted to it by the Treaties in an efficient and effective way.

The Commission Decision on the Corporate Management Board⁹ accompanying this Communication clarifies and reinforces the role of the Corporate Management Board. This Decision confirms the Corporate Management Board as the preeminent corporate management body and clarifies the scope of its activities. The Corporate Management Board reports to the President and the Member(s) of the Commission in charge of budget, human resources and administration. It produces an annual report for the College. In addition, the College will be informed about the work of the Corporate Management Board whenever the President so decides.

The Corporate Management Board will be supported by a number of specialised sub-groups meeting at senior management level. The mandates and composition of these groups will be determined by the Corporate Management Board. In particular,

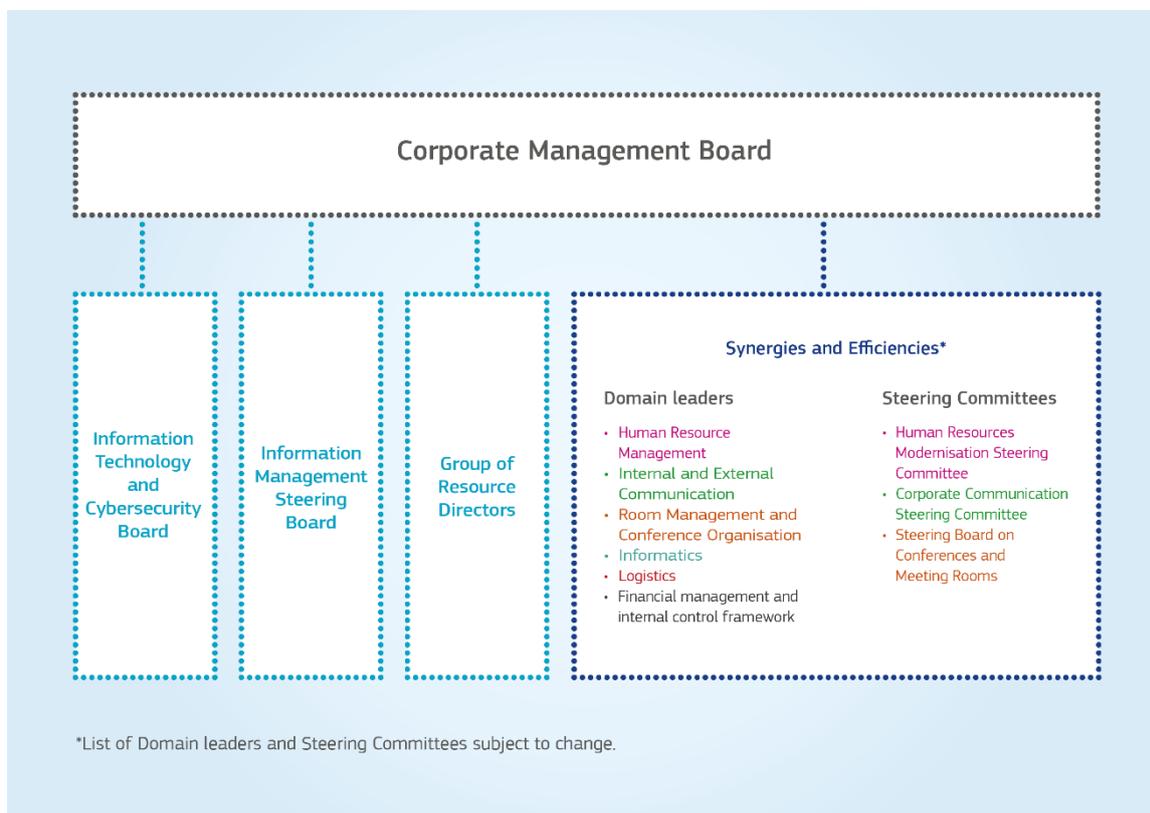
- the **Information Technology and Cybersecurity Board** will oversee the Commission's Information Technology portfolio including security aspects;
- the **Information Management Steering Board** leads the implementation of the Commission's data, information and knowledge management¹⁰ strategy;
- the **Group of Resource Directors** promotes coordination between central and operational services on administrative management;
- Dedicated committees have been created and domain leaders appointed to oversee the implementation of the '**synergies and efficiencies**' reforms¹¹.

⁸ This is without prejudice to the Director-General's and the Office's independence with regard to the exercise of the powers of investigation as provided for in Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 and in Commission Decision of 28 April 1999 establishing the European Anti-Fraud Office.

⁹ C(2018)7706, Commission Decision of 21.11.2018 on the Corporate Management Board.

¹⁰ Communication to the Commission on Data, Information and Knowledge Management at the European Commission of 18 October 2016 C(2016)6626.

The Corporate Management Board may review the composition and mandate of these bodies and will also be able to create new specialised bodies in areas that fall under its mandate. All of these bodies will report to the Corporate Management Board and their Chairs will ensure that cooperation between groups is efficient and clearly defined.



3. SPECIFIC AREAS OF RESPONSIBILITY OF THE CORPORATE MANAGEMENT BOARD

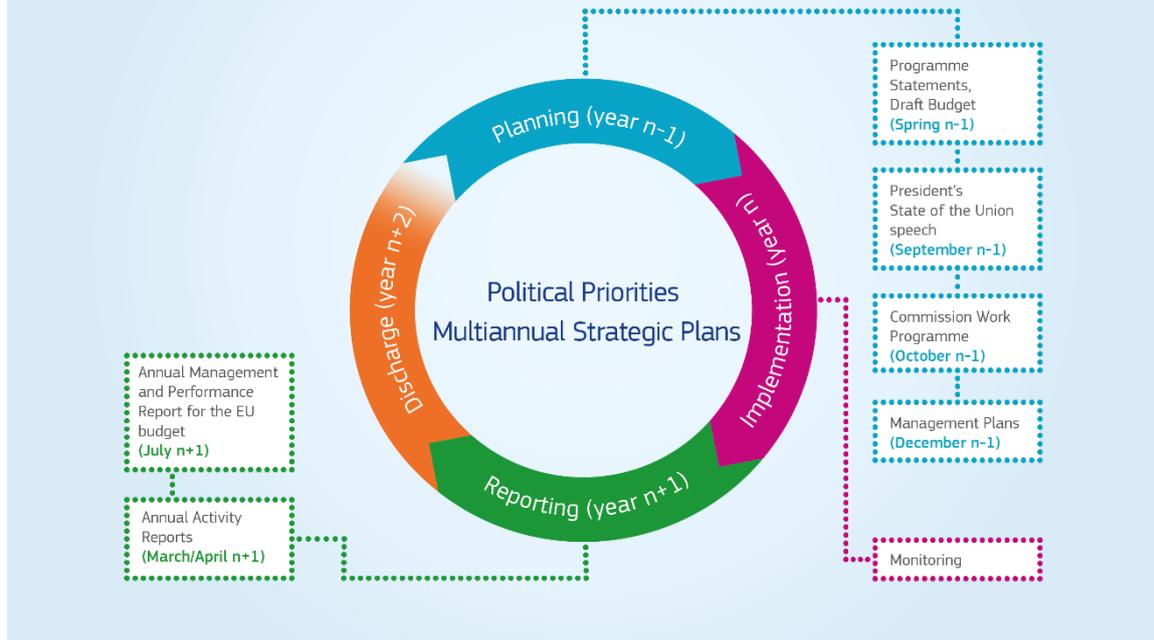
The work of the Corporate Management Board touches on all aspects of the Commission’s corporate activities. The following sections set out the main areas of responsibility and describe how governance is structured in each case.

3.1 Performance management and Strategic Planning and Programming

The Corporate Management Board will play a central role in the design and implementation of the Strategic Planning and Programming cycle. The cycle is a key part of the Commission’s performance management framework, covering strategic planning, risk management, monitoring and reporting on achievements. Through this work, the Corporate Management Board will contribute to strengthening the performance culture in the Commission.

¹¹ Communication to the Commission Synergies and Efficiencies in the Commission - new ways of working SEC(2016)170 final.

Strategic Planning and Programming cycle



The Corporate Management Board will give orientations on corporate planning, monitor implementation and follow up on issues of corporate importance identified in the reporting phase. It will also play a stronger oversight role in relation to risk management.

➤ Strategic planning

Ahead of each multi-annual and annual planning cycle, the Corporate Management Board will provide strategic orientations in order to ensure that the objectives and planned activities and outputs of the Commission Directorates-General and services are aligned with the political priorities of the Commission and the Commission Work Programme.

➤ Risk management

The Corporate Management Board will provide corporate-level oversight of the risk management process in the Commission, in support of the Directors-General and Heads of Service who are responsible for risk identification and management in their respective services. The Secretariat-General and the Directorate-General for Budget will provide guidance to services on risk management, taking into account orientations of the Corporate Management Board. The Corporate Management Board will promote the consistent and rigorous implementation of risk management, and follow-up on issues of a corporate nature arising from the risk management process. In this way, the Corporate Management Board will promote a high level of awareness of new and emerging risks.

As part of the annual planning process, Directors-General and Heads of Service notify the Secretariat-General and the Directorate-General for budget of critical risks identified, including those that are cross-cutting in nature, and indicating which risks are linked to the Commission's priorities. The Secretariat-General and the Directorate-General for Budget will organise a peer review process to examine the critical risks identified by the

Directorates-General, including, where needed, meetings by families of DGs to promote a consistent approach to critical risks and identify issues common to more than one DG.

The Corporate Management Board will receive a list of all critical risks identified (both DG-specific and cross-cutting) together with the results of the peer review process. It will review the list and decide on a case-by-case basis on the need to invite the responsible DG(s) for discussion on their response to the critical risks identified in their area. It will transmit to the Internal Audit Service consolidated information on the list of critical risks and possible additional comments. The Internal Audit Service transmits this information to the Audit Progress Committee in the context of its consideration of the Internal Audit Service's audit plan.

The College will be informed about the conclusions of the Corporate Management Board concerning the risk management process, including the list of critical risks (both DG-specific and cross-cutting) and an indication of the mitigating measures that have or will be put in place to manage those risks at the appropriate level.

➤ **Annual Activity Reports**

The Annual Activity Reports of the Authorising Officers by Delegation (AOD) are a key component of the accountability chain within the Commission. They include information on progress made towards objectives in the reporting year. They also contain financial and management information and a signed declaration of assurance by the Authorising Officers by Delegation. These declarations constitute the basis on which the Commission takes overall political responsibility for the management of the EU budget.

While each Authorising Officer by Delegation remains fully responsible for his or her Annual Activity Report, the Secretariat-General and the Directorate-General for budget issue corporate instructions, taking into account any orientations from the Corporate Management Board. To ensure a coherent and rigorous approach to the preparation of the reports, the Secretariat-General and the Directorate-General for budget provide guidance and support to the Authorising Officers by Delegation and organise a peer review of the draft reports and any possible reservations identified.

The Corporate Management Board will discuss the conclusions of the peer review exercise, paying particularly close attention to reservations entered in the Annual Activity Reports.

The College will be informed about the results of the peer review exercise, the conclusions of the Corporate Management Board, and any major issues identified.

During the year, the Corporate Management Board will follow-up on the steps taken by the services to address the issues identified in the Annual Activity Reports, in particular reservations. Directors-General and Heads of Service may be invited to discuss the action taken to address the issues identified, as appropriate.

➤ **Corporate reporting**

The Corporate Management Board will also provide oversight and strategic orientations on the preparation of the Annual Management and Performance Report, through which the College takes overall political responsibility for the management of the EU budget. This report presents an overview of the latest information on the performance of the budget, and contains detailed reporting on issues arising in relation to the management

and protection of the EU budget. This report brings assurance based on management's own conclusions and is crosschecked against opinions from independent parties (the Internal Audit Service and the European Court of Auditors) and the conclusions of the work of the Audit Progress Committee. This report is one of the Commission's main inputs to the annual 'discharge procedure' by which the European Parliament and the Council scrutinise the implementation of the EU budget.

3.2 Resource management

The Corporate Management Board will support the work of the College by providing recommendations for the allocation of human and corresponding financial resources as well as strategic orientations to the central and operational services on the management of human and financial resources.

In particular, the Board provides guidance to the Secretariat-General, the Directorate-General for Human Resources and Security and the Directorate-General for Budget regarding resource allocation and the monitoring of authorised headcounts. On the basis of a proposal from the President, in close cooperation with the Member(s) of the Commission in charge of budget, human resources and administration, the College decides on the allocation of human and corresponding financial resources as well as administrative and IT resources with an impact on staffing. This includes the establishment of binding ceilings by DG or service for each type of staff, regardless of financing source and including service level agreements. Proposals for modifications of allocations should take account of political priorities, legal obligations and organisational fitness. These allocation decisions shall be accompanied by an indicative allocation outlook for each DG or service, to facilitate strategic management.

➤ Human resources and organisational management

The Corporate Management Board supports the work of the Directors-General and Heads of Service by providing strategic orientations on cross-cutting issues relating to human resource management.

The Corporate Management Board will also oversee the efforts on how to make the Commission's administration more efficient, for example through the ongoing implementation of the Communication on **Synergies and Efficiencies**¹². The **Domain leaders** in areas such as human resources, information and communication technology, external and internal communication, logistics, events and meeting room management, will, under the coordination of the Directorate-General for Human Resources, report regularly to the Corporate Management Board on the state of implementation in their respective domains. These reports will cover in particular progress made in achieving synergies and collecting efficiency gains as well as an assessment of the quality of

¹² The Communication to the Commission Synergies and Efficiencies in the Commission – new ways of working, SEC(2016)170, sets out ways for the support communities in the Commission to be more efficient. It establishes domain leaders who, under the supervision of a steering committee, are responsible, inter alia, for the professionalisation of their community and coordinating the related expenditure, putting in place a change management plan, optimising the staff structure, delivering reductions and are also involved in the appointment and appraisal of domain managers in the DGs. After the full implementation of this Communication, the Corporate Management Board will continue to pursue opportunities for synergies and efficiencies, also beyond the support community.

service provided to the users. In addition, dedicated steering committees¹³ including the **Corporate Communication Steering Committee** will now report directly to the Corporate Management Board on synergies and efficiencies and other issues relating to the resource implications of implementing the political priorities and other tasks of the Commission.

➤ **Financial management**

The Corporate Management Board will provide strategic orientations on issues concerning the management and performance of the implementation of the EU budget and the Multiannual Financial Framework, in support of the work of the Directorate-General for Budget and of all Directors-General and Heads of Service. This will include the administration and supervision of executive agencies and the cooperation with the EU decentralised agencies and other delegated or entrusted entities (e.g. EU bodies and Joint Undertakings) implementing the Commission's policies and programmes, and important issues arising in relation to financial management. The Corporate Management Board will also provide orientations on possible synergies and efficiencies in financial processes in the Commission, on the internal control system and on the evaluation of the Commission's chargeback policies for services delivered within the Commission and to other EU institutions and bodies.

3.3 Information technology, cybersecurity and information management

➤ **Information technology and cybersecurity**

The Corporate Management Board will oversee at corporate level issues in relation to Information Technology and Cybersecurity in the Commission. A new **Information Technology and Cybersecurity Board** will be created as a sub-group of the Corporate Management Board, chaired by the Chief Operating Officer of the Commission. It will take over the responsibilities of both the former IT Board and the former Information Security Steering Board. This merger will create synergies in the form of a deeper integration of the security dimension into IT investments, and efficiencies by eliminating overlaps between the former boards.

The role of the new **Information Technology and Cybersecurity Board** will be to support the Corporate Management Board in ensuring that resources and investments in IT are used efficiently and that business needs are supported by efficient, secure and resilient communication and information systems. It will oversee the implementation of the new **European Commission Digital Strategy**¹⁴ on behalf of the Corporate Management Board and establish an annual rolling implementation work programme.

Without prejudice to the decentralised responsibilities of the Authorising Officers by Delegation, the Information Technology and Cybersecurity Board will evaluate, monitor and issue opinions on IT investments, irrespective of the budget line(s) concerned, based on their relative business value, risks, costs and alignment with the corporate digital strategy. To that end, it will foster the use of common standard services and reusable or

¹³ The Steering Board on Conferences and Meeting Rooms and the Human Resources Modernisation Steering Committee.

¹⁴ Communication to the Commission European Commission Digital Strategy - A digitally transformed, user-focused and Data-driven Commission C(2018)7118.

interoperable components to ensure efficient and effective delivery of communication and information systems.

In the area of IT security, the Information Technology and Cybersecurity Board will monitor the corporate IT risk threat landscape, and define and oversee the implementation of an IT security strategy addressing those risks.

The Information Technology and Cybersecurity Board will be composed of permanent members from the Secretariat-General, the Directorates-General for Budget, Informatics and Human Resources and Security as well as eight rotating members selected by the Corporate Management Board ensuring a balanced representation of relevant families of Directorates-General. Appropriate arrangements will be put in place as regards the handling of confidential information. When needed, the Information Technology and Cybersecurity Board may call on specific expertise from Commission services. It will be supported by an IT Investments Team comprised of staff from the members' IT governance or Cybersecurity units.

➤ **Data, information and knowledge management**

The Corporate Management Board will steer the implementation of the Commission's corporate **data, information and knowledge management** strategy and work to promote working methods based on collaboration and information sharing.

As a sub-group of the Corporate Management Board, the **Information Management Steering Board**, chaired by the Chief Operating Officer of the Commission, will lead the implementation of the Commission's corporate strategy.

It will provide strategic guidance and define work programmes to translate the strategy into concrete projects. This will cover all aspects of the strategy, from knowledge management to collaborative working, and from data strategy to fostering changes in the Commission's working culture. The Information Management Steering Board is also responsible for the Commission's document management policy ('eDomec')¹⁵.

The Information Management Steering Board is supported by the Information Management Team, which consists of experts from a core group of DGs. It prepares the work programmes and develops proposals for policies and action plans for submission to the Information Management Steering Board. The team works under the guidance of the chair of the Steering Board and is coordinated by the Secretariat-General. The Information Management Steering Board will work closely with and provide advice to the Information Technology and Cybersecurity Board in areas where the implementation of the data, information and knowledge management strategy relies on information technology.

3.4 Security, business continuity and data protection

The Corporate Management Board will oversee the Commission's work to ensure the security of persons, assets and information, as well as business continuity management and the implementation in the Commission of the Data Protection Regulation for EU institutions and bodies.

¹⁵ Communication to the Commission Simplification and modernisation of the management of the Commission's documents C(2002)99.

This work will strengthen the Commission's resilience and increase its capacity to continue delivering on priorities in case of unforeseen incidents. The Corporate Management Board will provide strategic orientations in support of the work of the Directorate-General for Human Resources and Security and the Secretariat-General in this area.

3.5 Fight against fraud

Under the new Commission Decision, the Corporate Management Board will provide oversight and strategic orientations on the corporate aspects of the fight against fraud in the Commission Directorates-General and services, without prejudice to the independence of the European Anti-Fraud Office in the exercise of its powers of investigation.

For this purpose, the European Anti-Fraud Office will provide regular information on anti-fraud issues of corporate interest, such as analysis of the main causes of and trends in fraud, fraud risk assessments, general systemic conclusions drawn from investigations, reporting on fraud prevention activities, developments concerning the Commission anti-fraud strategy, reporting on anti-fraud strategies set up by Commission services, the results of anti-fraud measures, and discussions in preparation of the Annual Report on the Protection of Financial Interests of the EU. On those occasions, the Director-General of OLAF will be invited to attend meetings of the Corporate Management Board.

3.6 Audit

The Corporate Management Board will also play an active role in following up on relevant recommendations from the European Court of Auditors and the Internal Audit Service, where these have corporate implications. It will pay particular attention to issues referred to it by the Audit Progress Committee. The revised Charter of the Audit Progress Committee¹⁶ clarifies the Audit Progress Committee's role concerning risk management and financial reporting (EU consolidated annual accounts). The Director-General of the Internal Audit Service and the Head of Cabinet of the Member chairing the Audit Progress Committee may be invited to participate in the Corporate Management Board's meetings when audit issues are discussed.

4. COORDINATION WITH DIRECTORATES-GENERAL AND SERVICES

Effective corporate governance relies on the full engagement of all Commission Directorates-General and Services and an efficient flow of information between all levels of the organisation. The Corporate Management Board will work to ensure an efficient and effective exchange of information and views with the services of the Commission on corporate management issues.

The intranet presence and communication of the Corporate Management Board and all sub-groups will be reviewed in order to increase transparency and awareness of corporate management issues, with due regard to the confidential nature of some of the issues covered.

¹⁶ Communication to the Commission Update of the Charter of the Audit Progress Committee of the European Commission C(2018)7707.

The **Group of Directors-General**, chaired by the Secretary-General, meets regularly to discuss issues of horizontal interest, including both policy coordination and administrative issues.

The **Group of Resource Directors**, a permanent sub-group of the Corporate Management Board, chaired by the Chief Operating Officer of the Commission and gathering representatives of all Commission services and Executive Agencies, will continue to serve as a forum for exchanges between Presidential, central and operational services on the administrative management of the Commission. The Corporate Management Board and its sub-groups may seek advice from the Group of Resource Directors in their respective areas of responsibility. The Group of Resource Directors will discuss existing and new corporate policies, implementing rules, reporting arrangements and other structural changes in the organisation. In performing its advisory function, the Group of Resource Directors may gather in smaller teams to cooperate on a temporary basis with the aim of providing strategic advice on a range of management issues, such as performance assessment, service delivery models, strategic planning and programming, and the management of human and financial resources.

Other specialised bodies provide a forum for internal coordination and information exchange in specific areas. For example, COMDEL, chaired by the Directorate-General for International Cooperation and Development, provides coordination among the relevant Commission services in relation to the management of Commission resources in Delegations. EUDEL – chaired by the European External Action Service and comprising representatives of the Secretariat-General, the Directorates-General for Budget, Human Resources and Security, and International Cooperation and Development – ensures cooperation and consultation concerning all aspects of the management of the Delegations of the European Union.

The smooth day-to-day functioning of the Commission's corporate processes is also promoted by the cooperation of services in a number of technical coordination networks below senior management level. Notable examples are the Strategic Planning and Programming network, chaired by the Secretariat-General, on the framework for programming, implementing and monitoring the Commission's activities year on year; the Internal Control Coordinators' network, chaired by the Directorate-General for Budget, on the implementation of the Commission's Internal Control Framework; the Digital Stakeholder Forum, chaired by the Directorate-General for Informatics, on the day to day management of IT; the Business Correspondents Network, chaired by the Directorate-General for Human Resources and Security, on the management of Human Resources; the Communication Network, chaired by the Directorate-General for Communication and the Directorate-General for Human Resources and Security, on the promotion of effective communication; and the Network of Finance Units, chaired on a rotating basis by one of the members, on financial management. While these groups do not have a formal relationship with the Group of Resource Directors or the Corporate Management Board, topics can be referred from these technical groups to the Boards and other Groups reporting to the Corporate Management Board.

5. A STREAMLINED AND STRENGTHENED GOVERNANCE STRUCTURE IN THE COMMISSION

The Commission's governance model, based on the overarching political responsibility of the College based on proposals of its Members, and the delegated authority of

Directors-General and Heads of Service in the day-to-day management of their departments, has proved its worth.

Within this model, corporate level oversight provides an important complementary role, guiding and steering the work of the Directors-General and Heads of Service in management matters. With the changes announced in this Communication and in particular with a clearer and stronger mandate for the Corporate Management Board, this role will be clarified and strengthened. The Commission will be better equipped to ensure that all the necessary arrangements are in place to support the delivery of the political priorities of the College and its other tasks while making the best use of the available resources.

As a result of the present Communication, the 2017 Communication to the Commission on governance in the European Commission (C(2017)6915)) is being updated¹⁷. The Decision accompanying this Communication supersedes relevant parts of previous Decisions on governance processes and structures. Further relevant Decisions, procedures and guidance will be updated by July 2019 where necessary. The Commission will continue to monitor the smooth functioning of these strengthened governance arrangements. Further enhancements will be made as necessary to take into account new best practices and changes in the Commission's operating context.

¹⁷ Communication to the Commission Governance in the European Commission C(2018)7703.